APPENDIX A –

Regional Library Directors - Web Survey - Summary Report

Please indicate the regional system that you serve as director.

Value	Count	Percent %
Blue Grass Regional Library	1	7.1%
Caney Fork Regional Library	1	7.1%
Clinch-Powell Regional Library	1	7.1%
Forked Deer Regional Library	1	7.1%
Fort Loudoun Regional Library	2	14.3%
Highland Rim Regional Library	2	14.3%
Nolichucky Regional Library	1	7.1%
Reelfoot Regional Library	1	7.1%
Shiloh Regional Library	1	7.1%
Upper Cumberland Regional Library	1	7.1%
Warioto Regional Library	1	7.1%
Watauga Regional Library	1	7.1%

If you are currently serving counties/libraries for a regional library system beyond your primary assignment, please indicate the additional county or counties you are serving.

Count	Response
1	Cocke, Hawkins, Sevier
1	Grainger, Hamblen, Hancock and Jefferson Counties
1	Macon County - 2 libraries (includes one branch)
1	Smith and DeKalb
1	`I'm serving six of these counties, Clay, Fentress, Jackson, Overton, Pickett and Putnam

Please indicate the number of libraries in your primary region (administrative units) not including branch locations.

Count	Response
1	10
1	11
2	12
3	13
1	15
1	18
1	20 independent libraries
2	26
1	9

How many of the counties that you serve have only one library administrative unit?

Count	Response
1	1
4	3
1	4
1	5
3	6
1	7
1	all 6 counties: so, it's 6 boards, 6 counties (plus 4 boards, 4 counties for Nolichucky)
1	I have 3 that are county departments,, I have 9 that are joint "ventures" money from more than one party. Although the three that are county entities also receive money from more than the county cities are also involved

What is the approximate number of local library board meetings (include meetings for both county and independent/municipal libraries) that take place in your primary region in the course of a year. (Do not count regional board meetings.)

Count	Response
1	114
1	115
1	51
1	56
1	58 are scheduled
1	64
1	68
1	70
1	72
1	75
1	76
2	78

If you are currently serving counties in another region, please indicate the approximate number of board meetings for those counties as well.

Count	Response
1	12
1	29
1	38
1	6
1	n/a

Reinventing Tennessee's System of Regional Library Centers – Himmel & Wilson
APPENDIX A – Web Survey – Regional Library Directors

Page 3

Approximately how many local (county and independent/municipal) library board meetings did you attend last year? (Include only those in your primary region.)

Count	Response
1	47
2	50
2	54
2	55
1	56
1	59,
2	60
1	65

Please rank the following services in terms of their importance to the SMALLEST libraries in your primary service area.

Item	Total Score[1]	Overall Rank
Technology support	160	1
Cataloging of State purchased materials	141	2
Consulting/professional assistance	133	3
Cataloging of locally purchased/donated materials	120	4
Physical processing of State purchased materials	105	5
Continuing education	100	6
Ordering of books and other library materials	100	7
Physical processing of locally purchased/donated materials	82	8
Other (please specify below)	50	9
Outreach to children	45	10
Outreach to rural/underserved areas	40	11
Outreach to seniors	38	12
Group purchasing of equipment and/or supplies	16	13

[1] Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

If you selected "other," please specify here.

Count	Response
1	Automation System/Courier/Network
1	Collection Development
1	E-Rate Preparation (not primary region)
1	ILL/Courier Delivery
2	Support of library automation systems
1	one on one training

Please rank the following services in terms of their importance to the MEDIUM-SIZED libraries in your primary service area.

Item	Total Score[1]	Overall Rank
Technology support	165	1
Consulting/professional assistance	153	2
Continuing education	126	3
Cataloging of State purchased materials	122	4
Ordering of books and other library materials	100	5
Cataloging of locally purchased/donated materials	98	6
Physical processing of State purchased materials	94	7
Other (please specify below)	60	8
Physical processing of locally purchased/donated materials	58	9
Outreach to rural/underserved areas	49	10
Outreach to children	47	11
Outreach to seniors	35	12
Group purchasing of equipment and/or supplies	26	13

[1] Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

Reinventing Tennessee's System of Regional Library Centers – Himmel & Wilson
APPENDIX A – Web Survey – Regional Library Directors

Page 5

If you selected "other," please specify here.

Count	Response
1	Automation System/Courier/Network
1	Collection Development
1	ILL/Courier Delivery
2	Support of library automation systems
1	one on one training

Please rank the following services in terms of their importance to the LARGEST libraries in your primary service area.

Item	Total Score[1]	Overall Rank
Consulting/professional assistance	149	1
Continuing education	129	2
Technology support	104	3
Cataloging of State purchased materials	99	4
Physical processing of State purchased materials	77	5
Outreach to children	68	6
Ordering books and other library materials	64	7
Outreach to seniors	57	8
Outreach to rural/underserved areas	56	9
Other (please specify below)	48	10
Group purchasing of equipment and/or supplies	47	11
Cataloging of locally purchased/donated materials	47	12
Physical processing of locally purchased/donated materials	25	13

[1] Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

If you selected "other," please specify here.

Count	Response
1	Automation System/Courier/Network
1	ILL/Courier Delivery

Count	Response
1	R.E.A.D.S.
1	Support of library automation systems
1	one on one training

Does your primary region provide direct technology support to your member libraries?

Value	Count	Percent %
Yes	12	85.7%

If "yes," which of the following most closely reflects the amount of time (in full-time equivalents) allocated in your primary region to this function?

Value	Count	Percent %
Less than one-quarter time (approximately 10 hours per week)	3	25%
Half-time (approximately 20 hours per week)	2	16.7%
Three-quarters time (approximately 30 hours per week)	6	50%
More than full-time (more than 40 hours per week)	1	8.3%

Approximately how many "live" continuing education events did your primary region conduct last year?

Count	Response
3	
1	10
2	11
1	26
3	4
1	6
3	8

How many of these "live" continuing education sessions were held at the regional system's facility?

Count	Response
1	0
2	10
1	11
1	2
2	3
1	4
2	5
1	6

Please indicate the importance of continuing education on the following topics in your primary region.

Item	Total Score[1]	Overall Rank
Technology training	74	1
Personnel management	62	2
Trustee/library board training	60	3
Library practice (how-to do various processes)	59	4
Other library administration/management topics	56	5
Technology training specifically related to library automation system(s)	46	6
Financial management	27	7
Other (please specify below)	23	8

[1] Score is a weighted calculation. Items ranked first are valued higher than the following ranks, the score is the sum of all weighted rank counts.

If you selected "other" as a priority, please specify here.

Count	Response
1	Introducing the libraries to services provided by TSLA
1	Law--as it relates to libraries, personnel, etc.

Count	Response
1	Library Security
1	New trends in public librarianship, bringing the outside world to Tennessee libraries
1	Programming and service ideas

Head Start Programs/Daycare Centers Currently Served

Count	Response
2	16
1	17
1	20
1	22
1	25
1	32
1	38
1	40
1	47
1	62
1	85

Senior Housing/Nursing Homes Currently Served

Count	Response
2	0
1	10
1	12
1	19
1	20
2	26
2	4
1	6
1	8

Community Deposit Stations (post offices, stores, etc.) Currently Served

Count	Response
2	0
3	1
2	11
1	17
1	3
1	4
1	7 (City Halls/Community Centers/Health Care Centers
1	8

Other Types of Sites Currently Provided Outreach Services

Count	Response
2	0
1	2 senior citizens centers
1	3 At-Risk Facilities for children and teens
1	5 Senior Citizen Centers, etc
1	6 additional including Work house, rehab centers, park and recreation centers
1	8--rehab centers, housing authorities, apartment complexes
1	community and Senior Centers &Developmental Centers 12

Approximately how many consulting/field visits did you make to member libraries last year? (Do not include visits that were for the sole purpose of attending library board meetings.)

Count	Response
1	108
1	12
1	12, at a minimum
1	14
1	16

Count	Response
2	30
1	37
1	50
1	68
1	93, but was on sick leave for 3 months

Approximately how large (in square feet) is the space occupied by your primary region's offices?

Count	Response
1	3,557
1	3,960
1	3000
1	3200
1	4,322 sq ft
1	4000
1	4137sq ft + 400 storage/garage
1	4500
1	5,300 sq. ft.
1	5,700 sq. ft.
1	5200
1	6400

When does the current lease for your facility expire?

Count	Response
1	02/28/2013
2	2013
1	2015
1	April 30, 2011
1	December 31, 2012
1	December, 2010

Count	Response
1	Fall, 2014
1	January 20, 2014
1	July 2012
1	July 30, 2012
1	March 31, 2011

What would you characterize as the greatest challenge facing your member libraries in the next five years?

Count	Response
1	Funding
1	Funding, especially how it effects staffing and materials
1	Funding, space, staffing, keeping up with technology changes
1	Lack of adequate funding for staffing, operations and collection
1	changing technology - how much money to put into equipment vs. physical books/e-books/e-audio, etc.
1	finances, technology, space
1	keeping up with new and emerging technologies and user needs with shrinking staff and budgets
1	local funding to support changing services for more sophisticated clientele
1	due to local economic conditions/state economic conditions adequate funding for library operations
1	Maintaining/increasing funding levels and choosing services to best support their patrons through wisely chosen goals and objectives for their communities.
1	Funding. Local officials do not see the library as vital community assets. We haven't told our story loud enough or often enough. My libraries think 2 visitors per capita is a lot but nationally-recognized libraries realize 10 visitors per capita. Raising the level of service expectations is difficult with directors and boards. Why is a 10 week waiting list for a book considered "okay"?

Do the smallest libraries in your primary region face different challenges than the medium and large-sized libraries in your region? If so, what are they and how do they differ?

Count	Response
1	No
1	Only in the pace of the change. The impact will be slower in the more rural regions.
1	Yes, the smallest libraries do face different challenges. They are usually single-person libraries and the librarians can feel isolated and unsupported. The region helps to provide that support. For a very large

Count	Response
	percentage of my libraries, the only money they have for collection comes from the state. This is not the case for larger libraries. Many of the smaller libraries are not yet automated, although we are making progress.
1	The challenges are reflective of the boards, budgets and elected government bodies. One of my smallest libraries can catalog and do outreach because they have the staff while one of my larger libraries can't do any.
1	They face the same challenges, but don't have as many resources (financial, educational, etc.) to deal with the challenges.
1	Have 5 one person libraries and just the job of being "IT" at the library will create a challenge to prevent "burn out" and doing just what it takes to get a pay check. Those in Nashville may not want to hear that but it's reality which does exist outside of larger population areas with a more climate of "money is available"
1	Most all libraries face financial/funding issues. Smaller libraries have space issues - needing to provide more space for additional services - technology topping the list.
1	The smallest libraries are in survival crisis--primarily funding to stay open, with adequate resources (no. 1 being staff). Medium and larger libraries have some buffer with the funding but still spend too much time fundraising--their primary issue is probably library security, as they attempt to provide services (esp. technology) beyond what should reasonably be expected for the funding they receive.
1	smaller libraries do not have professional managers, staff with expertise, or sufficient numbers of staff members to run services/programs for libraries of 21st century
1	Yes, many have no materials budget and most make only a little over minimum wage. Also the large and Medium size libraries are in places with more per capita income.
1	One person does it all or it does not get done. Have to close library to attend workshops. Pay is low, so not the "smartest" are hired. Less able to make changes.

Please feel free to enter any other information or comments that you wish to share.

Count	Response
1	I think I pretty much told you everything in our interview.
1	Jennifer Cowan-Henderson assisted me in answering these questions, so they would be more accurate.
1	I feel that consistent, intensive training is needed for the public and regional library staffs. Trustees should have mandatory training as well, which would provide a stable foundation for library and staff and give them the support so badly needed in the communities. Only with quality CE can you perform your job responsibilities effectively and stretch budgets, considering wisely before you add new services and remembering to phase out others if the ROI isn't sufficient to continue. Probably our CE Coordinator should coordinate the bulk of training statewide and regions add/provide local, unique training requests. And we must enforce Maintenance of Effort - -the libraries have to have a financial base to survive--they can't lose ground and operate relative to community needs for very long.
1	Greatest needs in region overall are: technology support, leadership/guidance, and continuing education
1	One of the things we do that is not listed in the survey are the rotating collections that go out to the libraries. The libraries really appreciate those collections. We really feel that keeping up with technology is vitally important to libraries and to the services we provide to them. We've worked very hard to streamline what we do so that the libraries only get the services they really need and want.

Count	Response
1	The number of board meetings does not include what I think of as the extras: two building committees @ 18 meetings/year; a local municipal advisory library board 2 ~8 meetings/year; miscellaneous board committee meetings where they ask for my assistance/attendance ~12/year, meetings with local officials ~5/year and increasing, attending municipal and county commission meetings ~5/year
1	Regional Centers provide important services for libraries that face less funding and must often employ staff(s) without professional training and needed experience. Regional staff members embrace change as inevitable and help libraries strive to meet the needs of an increasingly tech savvy public. Many of our libraries' customers still need basic literacy skills as well as help in bridging the technology divide.
1	Our current political climate demands smaller government. When our fire departments need fish fries to generate funds, where do our libraries fall? We need to seek out alternative sustainable funding, build partnerships, share more resources, and get the word out. Turnover at the local library level changes the priorities of services listed previously. I've discovered that the lessons learned do not always transfer to the local library. Right now ILS training is not the highest priority because we did that thoroughly, and continue to do it one on one. Visioning for the future and focused strategic planning have proven successful with my libraries.
1	Bigger is not better in all situations, distance and economic conditions dictate what may happen or what is possible throughout the entire state. What may work in a certain area of TN may not in others. One Size does not fit all